Vice Admiral James Bond Stockdell

– the senior Naval service POW in Hanoi, 7 1/2 yrs.

I
1. born Abingdon, Illinois, 1923
2. in high school, prominent in scholarship, music, athletics.
3. Knox + Monmouth Colleges
4. 1943: entered US Naval Academy, grd 1946
5. Stanford MA, Intl. Relations

II
1. 3-yr. tour destroyers
2. flight-training: squadron + test pilot tours
3. Viet Nam: aircraft carrier pilot/a commander
   1964: shot down + rescued @ sea
   1965: shot down + captured: 7 1/2 yrs. POW
4. president of naval war college
   president of Citadel
   Hoover Institution Research fellow
   VP candidate w/ Perot (1992)

III
1. only 3 or 4 star navy officer to wear both aviator wings + Congressional Medal of Honor
2. central theme of writings: how man can rise in dignity to prevail in the face of adversity.
   – Code of Conduct
   – importance of character
3. how define courage? duty? leadership?
4. capability of the human spirit.

James Rogers, Sunbelt Communications
Philanthropist

I (1) Born Frankfort, Kentucky (?), 1938/39 (?).
(2) family religious, educated, but not successful financially (reverence for education).
(3) father in construction
mother a school teacher, taught 2nd grade in Las Vegas school for 35 years – talented pianist.
(4) WW II, father helped build Pan American Highway
(5) an 1st - 2nd grades in Costa Rica
(6) grad. Las Vegas High School
(father worked on Nevada Test site)
(7) BA, U. of Arizona (1960)
law degree, U of A (1962)
(8) "never a great intellect, had to work hard in school"

II (1) "some people can play the violin. I can make money."
(2) influence of mentor + partner, Louis Wiener
(3) resp. of having made it much money
(4) resp. of being in broadcasting – owning + operating radio - TV stations; news + info. outlets.

III (1) how do you decide what to do w/ur money? – w/your power?

Keith Black, MD, neurosurgeon researcher
(40yrs old)

I
1. role of father - his influence
2. dissecting frogs/chicken hearts as a young boy
3. blew-up the kitchen w/a chemistry set
4. at 17, published first scientific paper
   - Westinghouse Science Award
5. U. of Michigan, accelerated program: earned BA + medical degrees in six years
6. medical school: classes during day
   research lab, 11p → 3/4 am

II
1. focus on brain tumors — "trying to be a good thief"
2. 1st professor of neurological surgery @ UC-Irvine
   - ground breaking research

III
1. Time Mag: Heroes of Medicine, 1997
2. priorities as a nation (cancer research ↔ B-1 bombers)
3. science as creativity
   - what makes a good scientist?
4. Has climbed Everest → scuba dived → sky dived → learned to fly planes
5. the two soldiers story, as a way to approach life

Lynn Margulis, prof. of geosciences, UMass@Amherst
Natl. Medal of Science (1999)
one of just 3 U.S. scientists elected to Russian Acad. of Natural Sciences

I
1. entered U. of Chicago @ age 14
   - what was your life like before that?
   - where did you grow up?
2. BA bef. age 18 (1957) – no major } an inquisitive mind
3. MS U. of Wisconsin (biology)
   PhD, Berkeley (1963)

environmental issues

II
1. teaching almost 30 years, "relentless pursuit to uk the origin + evolution of the first plant + animal cells" – the ancestors of all large organisms.
2. w/conviction + passion; non-traditional
3. unconstrained by dogma; challenges orthodoxy; questions the conventional wisdom
   - imptance of symbiotic relationships, of merging organisms
4. no written exams; oral presentations = teaching methods.
5. the Gaia hypothesis: life as a geologic force, the environment as a hotbed of activity = living organisms do more than adapt to their environment, they change + affect their surroundings.

III
1. is known as a glorious cook
2. as a critical skeptic
3. as a popularizer of science as well as an

Contributions to our uk of structure + evolution of living cells + protoeukaryotic abilities as teacher + communicator.

(1) Ehud Barak, Israeli PM + War Hero

I
① Born on a Kibbutz (1942), eldest of 3 sons
② Parents: European immigrants
③ expelled from high school (finished his exams during military service)
④ failed in application to flying school
⑤ entered army @ 17, armored division
— became Israel's most decorated soldier
⑥ Hebrew U., 1968: physics + math
⑦ Stanford, 1987: systems analysis, engineering-economic systems (M.Sc.)

II
- ur military career is a history of Israel's struggle to survive — can the same be said for ur political career?
① military career: rose thru ranks to Lt. Gen + Gen. Staff chief of staff. In cause of war:
— 1967 6-day war: commanded a patrol unit
— 1973 Yom Kippur War, returned from US to command an armored battalion
— 1972: led operation to free Sabena airliner from Palestinian hijackers (dressed in white maintenance overalls)
— participated in Entebbe rescue mission
— 1982 "Peace for Galilee" operation, deputy commander of Israeli force in Lebanon

② In cause of peace: a centrist who turned to politics + Labor Party, seeking peace w/ Israel's neighbors + w/ the Palestinians
— withdrew from Lebanon; peace treaty w/ Jordan
— met w/ Syrians
— sought peace treaty w/ Arafat

(2) Barak

III
① Military nickname: "Napolem"
② the cause of unity in Israel
③ a risk-taker, in war + peace
④ "If I was a Palestinian of a certain age, I wud hv joined a terror org. at some stage."
— is there room in politics, in any country, for this kind of candor?
⑤ a pianist
⑥ hobbies: dismantling clocks + locks
⑦ wife + 3 daughters
⑧ what are ur hopes for Israel, for the Middle East, for the world as you look ahead into the 21st century?

George Bass
Nautical/underwater archaeologist

I
(1) Bn 1932, Columbia, So. Car.
(2) early fascination w/diving - w/brother, drew plans for submarines (at age 7)
(3) role model? uncle an archeologist
(4) Johns Hopkins, intended to be a professor of English (like his father & grandfather)
(5) Sophmore year abroad - saw Roman ruins in Italy - changed his major & his life

II
(1) Phd student @ UPenn, which held permit for excavation of bronze age shipwreck off coast of Turkey
- (2) took scuba diving lessons @ local Y (1960) to direct the project. = 1st complete excavation of an ancient shipwreck on the seabed.
(3) In 1969, ended fieldwork - why? - watched a worker die from bends.
(4) 1984 realized an archaeologist's dream - went back underwater for world's oldest known shipwreck
- 5 minutes to plan its excavation
(5) Thousands of dives - historical revelations

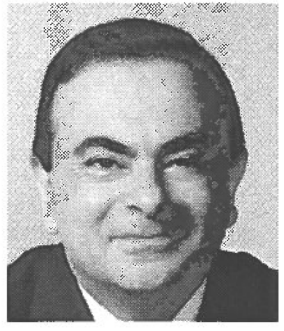
III
(1) "feeling of freedom underwater"
(2) excitement of discovering not treasure but new facts.
(3) "salvaging the greatest of all treasures - knowledge"
(4) validity of underwater archaeology has been questioned - critics
(5) numerous awards
- a pioneer in archeology & in research techniques

I
1. born in brazil
2. engineering degree in Paris

Carlos Ghosn
(90's an)
(STONE)

II
1. joined Renault (1996)
   - Le Cost-cutter
2. Nissan — in Japan
   - sold off subsidiaries
   - broke up traditional relationships
   - turned billions in losses into billions in profits
3. a foreigner who took charge of a major Japanese company — & became a hero, a subject of comic books.

= managerial achievements



Carlos Ghosn

President and CEO, Nissan Motor Company

NOT LONG AFTER FRENCH AUTOMAKER RENAULT acquired a controlling interest in Japan's Nissan Motor Company, Carlos Ghosn was installed as President. Traditionalists were scandalized at the thought of a foreigner taking charge of this icon of Japanese industry, but the situation at Nissan was bleak, and a new approach was plainly called for. Ghosn promised to turn the company around in a year.

II/III

Carlos Ghosn was born in Brazil and earned his engineering degrees in Paris. He joined Renault in 1996, and in a short time earned a revealing nickname, "Le Cost-cutter." He has lived up to that name at Nissan. In the first year, Ghosn sold off old subsidiaries, breaking up the traditional *keiretsu* network of suppliers and affiliates on which Nissan, like other Japanese manufacturers, had long relied. Ghosn's strategy worked, and by the end of the year, the company, which had reported billions in losses, was now showing billions in profit.

I

II

Ghosn has become a hero in Japan; his managerial exploits have even been portrayed in a comic book. Having saved Nissan, he is now preparing to take charge of Renault as well. Starting next year he will serve as CEO of both companies simultaneously. By coordinating the design and manufacturing programs of the two companies for maximum synergy, he's building an automotive empire that will circle the globe.

III

Steve Case AOL

1. Born + raised in Hawaii
   - father a lawyer, mother a teacher
   - ordinary childhood, was shy
2. As a kid, ran a neighborhood juice stand
   + a mail-order business
   = early entrepreneurial instinct
3. Bet at Williams College, a poli sci major
4. But went to work for Procter + Gamble and Pizza Hut
5. Chance meeting started his career w/ computer services;
6. Bill Gates threatened to buy AOL, or bury it
7. Defied naysayers who repeatedly wrote off AOL — now called "first blue chip company of the internet"
8. An independent thinker
9. Opened up cyberspace to ordinary people
10. Vision: to bed a global medium as central to people's lives as the telephone + TV but more valuable
11. 1998: Roper Starch Cyberstudy

Santiago Calatrava

I
1) b. 1951 Valencia, Spain
2) from age 8 attended Arts + Crafts school
3) an exchange student @ 13 - went abroad
4) student of art, architecture, engineering, urbanism
— in Switzerland, in France/Paris in Valencia.
5) looking back on it: how affected by growing up in a dictatorship?
4A) went from one area of study to the next —
Couldn't make up your mind?
5) speaks 7 languages — how important is learning a for. language?

II
Opened professional practice, Zurich 1981; Paris, 1989.

III
2) influences: Saarinen, Gaudi, Bünuel, mies van der Rohe
3) combines textural form w/ high technology
4) sketches: paper + pencil in age of computer (re: design)
5) importance of history — historical connections (Greek)
6) importance of process; of values. = creative process
— how do you approach the blank piece of paper?
7) bridges, airports, train stations, public bldgs.
8) the WTC assignment (ground zero)
~~not~~ residential bldgs
9) what inspires you?

III

Wanted to be a sculptor
Mies van der Rohe → architecture.

Why bridges - any special significance (20 + 5)

Redding CA?

rewrite/org

Santiago Calatrava,
architect, artist

I
1. how would you describe your childhood, in Valencia, in the 1950's
2. ~~how were you affected by~~ the Spain of the 1950's was a dictatorship.
how did it affect you?

Santiago Calatrava
architect, artist

I
1. Spain of the 1950's a dictatorship, were you affected by that?
2. age 8: arts + crafts school
3. abroad to study @ 13
4. went from one area of study to the next: student of art, architecture, engineering, urbanism.
— couldn't make up your mind?
— wanted to be a sculptor

II
1. influences: Mies Vander Rohe
Luis Bünuel
Saarinen
Gaudi
2. importance of foreign languages? (speaks 7)
of history? (connections bet. past + present)
3. creative process & its importance
— in a computer/digital age, still use pencil + paper to sketch, to design.
4. how do u approach the blank piece of paper?
5. bridges (20 + 5), why bridges
— why Redding, CA
6. the WTC location
7. what inspires you?

> public buildings

III
Luis Bünuel (Boon-well)
political exile from Spain
film, Viridiana banned from Spain
avant-garde
(Pedro Almodovar)

Maureen Dowd
NYT, Pulitizer for Commentary

I.
1. bn Wash. DC, 1952
2. father Irish-born DC Police Detective who guarded capitol at end of career.
3. schooled by nuns / Catholic school education
4. BA, Catholic University (Wash. DC) in English
5. steeped in TV, movies + 19th century novels.
6. "writes constantly about herself but reveals little" (Newsweek)
   —a personal mystery

II.
1. began career, 1974, editorial assistant @ Wash. Star.
2. became a sports columnist, metro ~~writer~~ reporter, feature writer but star closed.
3. 1981: Time Magazine
4. 1983: NYT as a metropolitan reporter
   —a finalist for Pulitzer in 1992 for national reporting
5. named one of Glamour Mag's Women of the Year 1996.
6. 1995: NYT Op Ed Columnist

III.
1. what do you care about?
2. re: detractors: cynical, even malicious, snarky
3. role + responsibility
   —"no race, no environment, no foreign policy, no abortion! —only what offends her sensibility"

Stephen Bollenbach // CEO Hilton Hotels Corp (Disney, Marriott, Trump)

From So. Calif, Pasadena CC, UCLA, Cal St. Northridge // lives in Beverly Hills

I ① U worked ur way thru college (UCLA) as a bank teller — is it the way to start out?
— what did it do for you?

② anything in ur school yrs, educ., it provides a clue to what u would achieve in life?

II ③ what about the role of mentors — u've been associated w/ some notable business people:
Trump, Eisner, Barron Hilton

④ what about Donald Trump?

⑤ While at Disney, u engineered the 2nd biggest business deal in U.S. history — the $19 billion acquisition of ABC/Capital Cities
— what does it take to pull off something like it?
— what is the art of the deal? the key to successful negotiation?

⑥ do bigger better?

III ⑦ How do u handle setbacks — when the deal doesn't go thru, what do u do then?

⑧ U known as a mentor for others up & coming, what is the importance of the role, what do u try to do?

(1) Charles Simmyi — Chief architect of Microsoft Research — programming technology

I (1) your life like growing up in Hungary in the 1950's-60's.
- what are your memories of the 1956 uprising?
- how did it affect you/your family?

(2) father: professor of electrical engineering in Budapest.
- his role in your life?

(3) What did you know about computers when you were growing up? ("a time warp")

(4) How did you manage to leave Hungary, + eventually to get to America?
- how did this affect your family?
- a father's sacrifice?

(5) Berkeley in the 60's - how tough was that for a young immigrant?
- what did the Berkeley experience teach you?
- was it possible to see then what might be in store for you?

(6) A Phd in computer science from Stanford in 1976
- did you hv some idea of what was coming, this new world of computing + the internet?

II (7) Does the story of your career begin w/BRAVO? What you see is what you get???

(8) →

Charles Simonyi : Microsoft

(8) How were Xerox, an established, wealthy company, and Bill Gates, whom few had heard of, different? — what persuaded you to go w/ Gates + Microsoft?

(9) what were the problems you faced @ Microsoft in the early days — + how did you overcome them?

(10) what were you right about? wrong about? How do you eventually see the difference?

(11) (III)

(11) what's the key to success, to achievement in what you do?

(12) How important is it to ignore the conventional wisdom? to go your own way?

(13) what is the future of the internet revolution — where is it taking us?

Vince Gill / Country singer/guitarist

I (1) what was it like growing up in Oklahoma, the son of a banjo-playing federal judge?
- father's influence
- family life

how did it come about?

(2) blue grass band in high school — was music always your intended career?
- ever consider anything else, like golf?

II (3) How did you get the break you needed?
(4) Were there hard knocks along the way?
(5) what about the personal toll: the celebrity, the touring, the pressures + demands of performing?
(6) what does music — country music — mean to you?
- why country?

(7) We've had grammies + platinum records — what makes one song or album a hit, + another one not a hit?

III (8) what inspires your music?
(9) why is country so full of heartbreak, loniness, disappointment?
(10) It's been said that you are one of the greatest purveyors of "hurtin' songs" — what accounts for that?
(11) You spoken of the need for authenticity in country music — what do you mean by that?
(12) can you describe the feeling when you're on stage, performing?

John Napier : Theater Design

150 productions, from Equus to Cats, from King Lear to Miss Saigon

I
1. what attracted you to the art world?
   – was it a natural gift or something you had to work hard at?
2. As a 14-yr.old secondary school student, a teacher took an interest in you & urged you to go to art school —
3. you studied sculpture – but ended up in the theater –

II
4. of your 150 productions, or more, which are you most proud of – & why?
5. From Shakespeare to Starlight Express, from Equus to Cats – does one style fit all?
   – how do you go about handling that kind of diversity in your career / work?
6. In any given production, what's the primary challenge, what are you trying to accomplish on stage?

III
7. To create these stage worlds, how important is it to remain connected to the real world, to society & its realities?

John Sidgmore, Ch. UUNET, world's largest internet access provider

I ① economics degree from State U. of NY (SUNY) @ Oneonta 1973

② no other personal info provided.

II ③ GE Information Services

④ CSC Intellicom

⑤ 1994: UUNET: grew from $6 million in revenues to over $3 billion today

⑥ Instrumental in acquisition of MCI for $40-billion

⑦ recently named Most Influential Communications Executive in the U.S.

III ⑧ It is said if you thrive on high-stake deal-making.
— you've been called a "ravenous" deal maker.

⑨ — to have said: "The Internet offers an incredible opportunity for anyone w/the desire to succeed."
And: "It allows creativity to flourish like nothing before it."

II-161 ⑩ others speak of your boundless energy
— fueled by great quantities of diet Coke, coffee, Altoid mints — & 3-minute naps.

In a few short years, took an obscure Internet service provider into a multi-million-dollar next-generation networking company.

Gururaj Deshpande: Chairman, Sycamore Networks optical switching networks that will carry most of the world's digitized data
PhD: Data Communications
MA: Electrical Engineering

I (1) Bn in India, edu. thru college in India — grad school in Canada →
(2) an academic background
(3) did you have to deal w/ culture shock in No. America? — in the business world?

II (4) You walked away from your first start-up company
— what happened?
— how did that affect you?
— what did you learn from it?

III (5) What makes a start-up company, any business, successful?
— you have some very specific ideas about this —

(6) did you set out to be an entrepreneur something of a pioneer in the new world of the internet? or did it just happen by accident?

(7) In your work, what gives you the greatest satisfaction?

Edward Lewis / Chairman + CEO of Essence Comm.

I (1) what was it like, growing up in the Bronx as a black kid in NYC in the 40's + 50's?

(2) all city fullback @ DeWitt Clinton high school

(3) importance of athletics in our life — got us a college scholarship

— why U of New Mexico

(4) how was it for you — a young black man from NYC at the U of New Mexico in the 50's?

(5) how was Jo a mentor, a teacher — tell me about Henry Tobias

— what diff did he make for you, in our life?

(6) why political science + intl. rel?

(7) and after it, why business @ Harvard?

II (8) U were working in a bank, in NYC — what inspired you, motivated U to take the next step (a conference in Hudson business)

III (9) You speak to high school + college students, what do U tell them?

(10) You've said there's a 4-letter word U live by (hope): what is the word — + why?

(11) the importance of breaking down barriers + of bldg bridges — what does it take to do that?

415.772-0858

Gran Meliá Caracas
Hotel, Suites & Conference Center

① freedom of the press
— the resp. of media

② marriage as a partnership — role of wife + family

grew up in old demon/brain — reinvented it — "the vision"

What does internet mean to education/business, "X & L-A."

where does internet revolution take us?

Gran Meliá Caracas
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Patricia Cisneros

seen & her a strong partnership w/ her husband — + foster etc. interest / this part of Cisneros

person is philanthropy — not exactly entwined w Venezuela —

① 30 yrs studying indigenous people — what do we have to learn from the Indian cultures of the Orinoco?

② buildg bridges —

③ whole idea of philanthropy

④ great grandfather, ex America + baseball —

⑤ what motivates you? moves you?

⑥ how describe ur role

⑦ contemporary LA art — abstract + geometric art

⑧ how did u + ur husband meet?

⑨ are ur children feeling ur influence?

Patricia Phelps Cisneros
4/17/01

Gustavo Cisneros
4/17-18/01

I

1. born Caracas, 6/1/45
2. one of 5 children (Sit Sorro)
3. father, Diego, founded family business
   - born in Cuba & Venezuela grew up, & Caracas as teenager
   - took a single truck & grew into transportation company
   - took a concession stand & grew into Pepsi-Cola bottler & distributor
   - & founded Venevision (1961)
4. Graduated Babson College, Wellesley, Mass; B.S. in business administration (1968)
5. took over Cisneros Group @ age 25, after father had a stroke
   - reinvented the company

II

1. father's influence ("he touched cash everywhere") (see takes business over from late father)
2. 4/5 ten yrs, turning company into a multinational conglomerate.
3. Sold successful companies & raise the money to enter the information revolution
   - risk/gamble - made very big bet
   - risky
   - & built a multi-media empire
   = re-invented the business

(what do u owe yr father?)

2 Cisneros

II

1. was there a turning point?
6. motherhood —
   - not wrong alone
   - education
   - philanthropy
   - cultural projects & the arts
5. the switch for Pepsi & Coca-Cola
   - u say it opened the door
6. did u ever consider doing anything else?
4. why you, of siblings, who assumed leadership for Cisneros Group?

III

1. u are called savvy, tough, intelligent
2. also described as controversial
   - aggressive & highly competitive
3. w/wealth & power do u also acquire enemies?
4. how do u want to be remembered?
5. what responsibilities go w/her success?
6. what is important for Hs. Americans & wh. abt South Americans?

IV Patricia Phelps Cisneros: America grandfather an ornithologist — (she was born & raised in Caracas) - who came to Venezuela —

Alan Simpson

(1) grew up in Cody, Wy, public school
— not an athlete, overweight — had to develop a sense of humor; dev. his well-known wit. [Wyoming gives you wide vistas.]

(2) parents: Wyoming pioneers
— great grandfather founded 1st store + post office in Jackson area
— father law of Wy. + U.S. Senator
3rd in line of Wy. lawyers + state leaders

(3) experiences as kid: Mexican laborers
as a boy scout Japanese-Americans interned during WW II

(4) U. of Wyoming: football, basketball, student senate
— once arrested for fighting
— + for shooting @ mail boxes

(5) Army/U. of Wyoming Law School

(6) Cody City attorney/State Legislature/U.S. Senate
— politics as a noble calling

(7) Known as author of Immigration Reform Legislation

(8) Re: nomination + confirmation process
— perfection as criteria for approval
→ "how do we get good people to go into public service — ? to run for public office"

(9) disdain for media — how to handle the media as a public figure + a politician at that?

(10) Have any standards — acting on principle — cost you?

(11) Any regrets?

(12) How's Harvard compare with U.S. Senate?

Barry Sternlicht

1. Brown w/ honors
2. Harvard Business school
3. Wall St.
4. Real Estate — $2 billion empire firm created (at 27 tries to buy Hilton Hotels)

5. key to success: fear — fear of losing money
6. perseverance is genius in disguise
7. real estate is local (like politics)?
8. learned a lesson in humility in 1989, a London deal fell didn't go right =
9. luck counts too = acquisition of Westin Hotels
10. has succeeded by going against the grain, defying conventional wisdom
    - re: apt
    - re: hotels
11. what's it take to make a deal?

J. Bruce Llewellyn

(1) born Harlem
(2) immigrant Jamaican parents
(3) U.S. army - age 16 (private) → 19 (company commander)
- Powell cousin
(4) college - opened a retail store
- law + MBA degrees
(5) first turned to govt. + politics
- D.A.'s office
- law firm
- reg. director of Small Business Administration
(6) business opportunities for blacks
- 1969: mortgaged his home, & purchased Fedco Foods: chain of 10 food stores in the South Bronx
- economically devastated area
- 1983: nation's largest minority owned retail business.
(7) chairman/chief ex. of Phil. Coca Cola Co.

Shelby Foote – historian

(1) Born in Greenville, Mississippi
– lives & works in Memphis, Tenn.

(2) went to U. of No. Carolina but didn't graduate
– getting a degree pointless, only took courses he liked/was interested in

(3) a voracious reader: from Bobbsey Twins to the civil war.

(4) worked 20 years writing his 3-vol. history of the civil war – wrote in longhand, w/pen + ink, 500 words a day, 1½ million words in all, sleeping + working in the same room

(5) began to write (fiction) after joining the army at beg. of WW II
– working @ a Memphis radio station in 1946, sold 1st piece to Sat. Eve. Post, quit radio to write full-time

(6) Father: a packing company manager

(7) The importance of books

(8) The importance of history (and teaching should be history)

(9) Art by definition a product of doubt

(10) Art learning – must be acquired, worked for, striven for
– has never used an assistant, or typist

Dr. Judah Folkman – Pioneer in cancer research

(1) At age 7, first inspired to become a surgeon while accompanying his father – a rabbi – on hospital visits

(2) While student @ Harvard Med. School, dev. one of first pacemakers;

(3) While in the U.S. Navy created device now known as Norplant – ~~for implantable time drug release~~ (an effective birth control method) + donated it patent-free to the World Population Council

(4) New approach to treating cancer – by shutting off the blood supply to tumors – met w/
- indifference, ridicule, criticism, skepticism, rejection for 20 years
- frustration + failure for 10 years

(5) Reasoning for treatment of cancer (by blocking the process called angiogenesis) went against conventional wisdom – but never lost faith; •
- persistence
- self-doubt
= courage to take a high-risk problem

(6) His wife asks: what took so long?

– a doctor, a surgeon, an inventor, a researcher, a pioneer

DAN GOLDIN

1. So. Brkt, CCNY – mechanical eng. (1962)
2. Fell in love w/ space travel @ early age
3. NASA – TRW – HEAD OF NASA
4. EXPLORATION IS BIOLOGICAL IMPERATIVE
   – SELF-DESCRIBED AGENT OF CHANGE
5. POOR EYESIGHT: READ SCIENCE-FICTION, BUCK ROGERS, FLASH GORDON

---

5. 1st job of administrator is to listen
6. need for cultural diversity – to reflect America
7. strong advocate of space travel
   – what do you say to those who argue that we've reached the moon ~~enough~~ now – we have to solve our problems here on earth.
8. Why go to Mars?
9. what is the relevancy, the role of NASA, as we enter the 21st century?
   – can you put America's space program into a historical perspective = where does it fit?
10. How do you reform, revitalize a very large, very expensive gov't agency?
    – what are the biggest challenges in front?

Carl Woese, Microbiology : Nat. Medal of Science, 2000.
(evolutionist)

(changed the way life on earth is classified — the archaea, in essence a third form of life)

(to ulc how the cell came into being: central task of biology in this new century u to ulc the framework of relationships among living organisms)

(overturned one of the major dogmas of biology — that all life on earth belonged to one of two primary lineages = changed the way scientists classify life on earth)

I
① born Syracuse, N.Y. (1929/30?)
② BA, Amherst, math-physics (1950)
③ Phd, Yale, biophysics (1953)
④ Teaches @ U. of Illinois

II
① how do you deal w/a 4.5-billion year history?
② in college "love for math-physics — little intrest if any in biology"
— what caught my interest was evolution
— problem of the origin of the genetic code